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Satisfaction of women in high-commitment organizations

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Satisfaction of women in high-commitment organizations

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San Jose State University, 1992

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SATISFACTION OF WOMEN IN HIGH-COMMITMENT
ORGANIZATIONS

A Thesis

Presented to

the Faculty of the Department of Psychology

San Jose State University

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

by

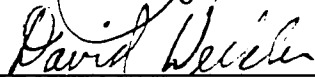
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May, 1992

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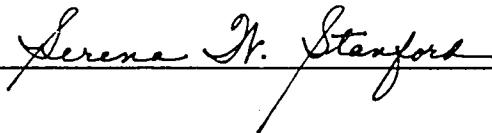


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Satisfaction of Women in High-Commitment Organizations

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Running Head: HIGH-COMMITMENT ORGANIZATIONS

Footnotes

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Abstract

One significant trend in today's business world is the influx of women into the work place. An additional trend is the adoption of a management philosophy and organizational structure that aims to foster high commitment among employees. This organizational design is referred to as high-commitment or high-involvement. This study explored the compatibility between these two trends. The satisfaction levels of career-and-family women, career-primary women, and men, working in a high-commitment organization, were measured. The pattern of responses indicated that career-and-family women who are willing to make trade-offs (i.e., work long hours) are the least satisfied group, while the career-and-family women who are not willing to make trade-offs are the most satisfied group. This may be due to a frustration factor, a burnout factor, or a glass-ceiling effect. All three of these hypotheses are discussed.

Satisfaction of Women in High-Commitment Organizations

A current management style that continues to gain popularity is a management philosophy and organizational structure that aims to foster high-commitment among employees. High-commitment management emphasizes employee involvement. Each employee is expected to participate in a variety of tasks at different levels. An additional trend in today's business world is the influx of women into the work place. In this paper, a research study was devised to investigate the compatibility between the two trends of high-commitment management and the influx of women into the work force.

High-commitment organizations, by definition, do not seem to offer what working women with families need to balance work and family. If high-involvement organizations do not help these women with their struggle for balance, it follows that they will not be as satisfied working at high-commitment organizations as men or women without families. The satisfaction levels of these three groups (career-and-family women, career-primary women, and men) were measured and compared to determine the different effects this organizational structure has on each group.

For the first time in the post-industrial era the United States finds itself losing to international competitors in competition for productivity and quality. This is forcing U.S. organizations to consider changes in how they operate.

Many organizations feel they must find ways to be competitive in the global marketplace if they are to survive. Organizations are rising to this challenge by implementing a number of diverse management techniques and styles. Two of these management styles include total quality management and self-managed work teams. An additional significant trend is the adoption of a management philosophy and organizational structure that aims to foster high commitment among employees.

The organizational design that attempts to foster high commitment has been given various names, including high-commitment management, high-involvement management, and managerialism. Regardless of the title, this design has a set of characteristics that distinguishes it from other organizational designs. These characteristics include team-based production, cross-training, job rotation, flat structure (relatively few layers of management), open communication, decentralization of information, joint problem-solving between union and management, team involvement in goal-setting, egalitarian culture (few or no status symbols), strong belief in potential for individual growth, highly selective recruitment, high employment security, group gainsharing, and skill-based pay (Walton, 1985). This theory of organizational management emphasizes employee participation and team spirit. The employees participate in decision making at every level, unlike the traditional style of management

where decisions are handed down without employee input.

Considering that U. S. labor costs are the highest in the world, American organizations need to be much more productive than other countries to be competitive. Lawler (1986) argues that one way to attain the necessary levels of productivity is to implement high-involvement management. He further argues that this style of management is compatible with today's business environment.

There are several reasons why high-commitment management is appropriate to the current work force. According to Lawler, these reasons include the shift in the U.S. economy towards a service orientation and work requiring more specialized knowledge, the improved education level of the average worker, the extensive legislation enacted to protect employee rights (requiring organizations to deal with employees fairly), and the over-powering need to be able to compete in foreign markets. These reasons, coupled with the finding that individuals want a stronger influence on how they do their work (Lawler, Renwick & Bullock, 1981) all point to the potential of high-commitment management.

George Strauss (1989) states that high-commitment management will become more common in the long run. He attributes this to the key characteristics of participation, lifetime employment, and new forms of

compensation. More specifically, he predicts that future changes in human resource management will be strongly determined by the needs of women. Since more and more women are entering the work force, human resource management will be forced to acknowledge and address their needs.

According to the Hudson Institute's report, Workforce 2000, at the start of the next century 47 percent of the work force will be women, and 61 percent of women will be at work. Women will comprise about three fifths of the new entrants into the labor force between 1985 and 2000. Further, many women in the labor force will have children at home. Today, more than 70 percent of women between the ages of 25 and 34 are working, and in 68 percent of all two-parent families, both parents work. Seventy percent of all single mothers are in the work force, and mothers with toddlers make up the fastest growing segment of the labor force (Magid, 1989).

These statistics are causing organizations to realize that it is essential to pay attention to women in the work force. Felice Schwartz (1989) argues that organizations must learn how to become more responsive to the needs of women they wish to employ if they are to have the best and the brightest of the future applicant pool. By the year 2000, 60 percent of the applicant pool will be women. Corporations must assess and meet the requirements of this future work force if they are to attract and retain the best applicants.

Schwartz separates working women into two distinct categories: career-primary women and career-and-family women. Career-primary women put their careers first. They are ready to make trade-offs that have traditionally been made by men seeking leadership positions. These tradeoffs include working long hours, willingness to relocate, entertaining business associates on their own time, and making the most of opportunities for professional advancement. They are generally single and have no children.

Career-and-family women, by contrast, want to pursue serious careers while participating actively in the rearing of their children. These women typically strive for balance between their private and public lives (Bailyn, 1990). Public is defined as the external, economic sphere of activity; private, as the internal, domestic sphere. They are willing to make some sacrifices between career growth and compensation for freedom from the constant pressure to give their all to the organization.

A study by Pittman and Orthner (1988) found that the work-family interface is more stressful for women than it is for men, as women have more responsibility for meeting the demands of both work and family. Furthermore, working women with school age children face greater role demands than working women without children (Kahn, Long & Peterson, 1989). Working women with children are forced to play multiple roles (i.e., mother and

employee) not encountered by working women without children. These studies indicate that working women with children have a more difficult time combining work and family than either men or women without children. These findings support the idea that because women with children have more responsibility in the private sphere, they need flexibility in the public sphere. They need the opportunity to prove themselves in ways other than the legendary 60 hour work week and undying commitment to the organization.

Are the two trends of high-commitment management and increased numbers of women in the workforce compatible? Do characteristics of the high commitment organizational design serve to help women with children in their struggle for balance between work and family? Bailyn (1990) argues that the call for high-commitment organizations reinforces the separation between the public and private spheres as the purpose of this management approach is to increase the emotional and time commitments of the employee to the organization. This organizational objective of employees giving their all to the organization does not help women with high non-work commitments (i.e., family). Bailyn (1990) argues that instead of the employment relationship being based on contractual exchange, which permits the employee to manage both work and family, it is now expected to be based on commitment and trust, which essentially demands that primary priority be placed on workplace needs.

Furthermore, the self-managed work teams that are characteristic of high-commitment organizations provide an opportunity for excessive peer pressure (Walton, 1972). The promise of high job security that usually accompanies high-commitment management leads to a smaller workforce. Therefore, teams often do not have extra people to cover for absent members (Parker & Slaughter, 1988). This leads to peer pressure among team members to be at work at all times, regardless of illness or family problems. Such pressure is clearly at odds with the flexibility in work hours that many women who have family responsibilities need.

The relatively flat structure of high-commitment organizations may also hinder the perceived upward mobility of women. Currently, only two percent of the top executives in American corporations are women (Solomon, 1990). This points out the limited advancement of women in traditional organizations. When additional layers of management are removed and the competition for the few middle management positions becomes even steeper, women may encounter even greater obstacles and resistance. In short, high-commitment management does not seem to offer the opportunity for career-and-family women to achieve a balance between public and private spheres.

Although the issue of the compatibility of these two trends is important to both career-and-family women and high-commitment organizations, it has

received little, if any, attention by researchers. The purpose of the present study is to investigate the compatibility of the two trends of high commitment management and increased numbers of women in the workplace. Women with high non-work commitments (i.e., family) are trying to find ways to balance the demands of work and non-work activities. Since high-involvement organizations are designed for the purpose of increasing commitment to work, it follows that women who have significant outside commitments will not be as satisfied as employees who do not have these additional commitments to consider. Employees without these significant outside commitments will be more satisfied at work since they do not face the same struggle of balancing the two demanding roles of work and non-work responsibilities.

Women with non-work commitments are looking for organizations that will help them with this struggle, not make it more difficult by demanding more of them. It is therefore hypothesized that career-and-family women working in a high-commitment organization will not be as satisfied as men or career-primary women working in the same organization.

If this hypothesis proves true it would imply that organizations must do something to counteract the negative effects these high-commitment characteristics are having on career-and-family women. Since this group makes up the largest growing segment of the applicant pool, organizations are

going to need to be able to attract and retain these women as happy, productive employees. The organization can counteract the negative effects by offering support in areas of need (i.e., day care, elder care, flextime). These support programs are not a part of the definition of high-commitment organizations, but they could demonstrate that although the organization expects commitment from its employees, it is also committed to them.

METHOD

Research Participants

A packet containing the measures used in the study and a cover letter requesting participation was distributed to 200 randomly selected employees at a high-tech, high-involvement organization in Silicon Valley. Ninety employees completed and returned the questionnaires for a 45% participation rate.

The returned questionnaires were then analyzed to determine membership in one of the three overall groups of subjects. The three groups were: Career-and-Family Women, defined as having at least one child under the age of 18; Career-Primary Women, defined as not having any children under the age of 18; and Men. All three groups wished to advance in their careers as determined by a mean response of 3.5 or higher to the two advancement items.

An attitudinal measure was then used to further divide these three overall groups. A split-half median of the trade-off scale was used to determine if

subjects were willing or not willing to make trade-offs in their personal lives in order to advance in their career. Schwartz (1989) states that Career-and-Family Women are typically not willing to make the tradeoffs that Career-Primary Women and Men are willing to make in order to advance their careers.

If a Career-and-Family Woman scored over the median on the trade-off scale she was deemed a Willing Career-and-Family Woman. If she scored under the median on the trade-off scale she was deemed an Unwilling Career-and-Family Woman. The Career-Primary Women were further defined using the same criteria. If they scored over the median they were categorized as Willing Career-Primary Women and if they scored below, they were considered Unwilling Career-Primary Women. Men were also divided into two groups, Willing Men and Unwilling Men. The final sample consisted of 10 Willing Career-and-Family Women, 18 Unwilling Career-and-Family Women, 25 Willing Career-Primary Women, 13 Unwilling Career-Primary Women, 15 Willing Men and 9 Unwilling Men.

The organization, which is often referred to as being a high-involvement organization, was confirmed a high-involvement organization for this study two ways: by administration of a survey to employees and by an independent assessment of the organization by the researcher. Over fifty percent of the subjects indicated that the organization has the following high-involvement

characteristics: teambased work, cross-training, job rotation, open communication, joint problem solving between workers and management, team involvement in problem solving, an egalitarian culture (few or no status symbols), strong belief in potential for individual growth, highly selective recruitment, high job security (few or no layoffs), group profit sharing or gain sharing, and skill-based pay.

The independent assessment was based on informal interviews with employees. The findings of the assessment corroborated the survey responses. The key words at this organization are team and team-player. Employees are organized into teams at every level. They are also cross-trained to handle a variety of tasks and are encouraged to switch from team to team in a type of job rotation. Teams also meet to solve problems and make suggestions for change.

A climate of open communication exists, fostered by an elaborate electronic mail system. Every employee has access to this system and can use it to gather or give information. The strong belief for individual growth is reflected in the encouragement of each employee to look for new and better ways of doing his/her job. The highly selective recruitment process is evidenced by the fact that a secretarial applicant must interview with up to five employees before a job offer is extended. The company goes to great lengths (i.e., excessing,

voluntary severance pay, early retirement etc.) to avoid layoffs, which results in high job security. The organization also has a profit-sharing program, as well as skill-based pay for some manufacturing groups.

Measures

In this study, different aspects of satisfaction were measured with The Multidimensional Job Satisfaction Scale (Shouksmith, Pajo, & Jepson, 1990). The scales for satisfaction with immediate supervisor, coworkers, pay, opportunities, and job were included (see Appendix B). This measure was used because it covers the five main areas of job satisfaction. It is also short and easy to complete.

An additional twelve questions referring to the organization's willingness to provide support to the employee and the amount of external support the employee receives were used as measures of two additional dimensions of job satisfaction (see Appendix C). Responses were made on five-point (Likert-type) scales.

In order to determine eligibility for inclusion in this study and group membership, the employees' desires for advancement and willingness to make trade-offs were measured (see Appendix D). Information about the respondent's background, job type and level, sex, family and marital status, education level, number of years at the organization, and average number of

hours worked per week were requested to determine the similarity of the three groups (see Appendix E). Finally, the employees' perceptions of the existence of high-involvement characteristics in the organization were measured to determine the presence of these characteristics (see Appendix F).

Procedure

The subjects received the questionnaire through interoffice mail. They were instructed to complete the questionnaire and return it in a preaddressed return envelope provided in the packet.

RESULTS

The means and standard deviations of all scales by group are listed in Table 1. Overall, the subjects seemed to be the most satisfied with their managers and coworkers and the least satisfied with their opportunities for advancement. On all five of the Multidimensional Job Satisfaction Scales the Unwilling Career-and-Family Women were the most satisfied. The Willing Career-and-Family Women were the least satisfied on four of the five scales. The Career-Primary Women (Willing and Unwilling) and the Men (Willing and Unwilling) responded similarly on most scales.

Coefficient alphas for each satisfaction scale are listed in Table 2. These were calculated to estimate the internal consistency of each satisfaction scale. The original 5 scales from the Multidimensional Job Satisfaction Scale had

Table 1

Means and Standard Deviations of Job Satisfaction Scales by Group

	Pay		
	Career-Primary <u>Women</u>	Career-and-Family <u>Women</u>	<u>Men</u>
<u>Willing</u>	2.91 (.95)	2.32 (1.09)	3.38 (.85)
<u>Unwilling</u>	3.27 (1.08)	3.48 (1.09)	3.06 (.99)
	Opportunities		
	Career-Primary <u>Women</u>	Career-and-Family <u>Women</u>	<u>Men</u>
<u>Willing</u>	2.80 (.69)	2.53 (.96)	2.79 (.83)
<u>Unwilling</u>	2.75 (.66)	2.81 (.55)	2.63 (.69)
	Co-workers		
	Career-Primary <u>Women</u>	Career-and-Family <u>Women</u>	<u>Men</u>
<u>Willing</u>	3.81 (.59)	3.67 (.43)	3.73 (.58)
<u>Unwilling</u>	3.81 (.71)	4.22 (.57)	3.90 (.77)

Table 1 (continued)

Manager			
	Career-Primary <u>Women</u>	Career-and-Family <u>Women</u>	<u>Men</u>
<u>Willing</u>	4.01 (.53)	3.50 (.84)	3.62 (.64)
<u>Unwilling</u>	4.05 (.55)	4.10 (.79)	3.85 (.69)
Job			
	Career-Primary <u>Women</u>	Career-and-Family <u>Women</u>	<u>Men</u>
<u>Willing</u>	3.45 (.81)	2.87 (.95)	3.03 (1.02)
<u>Unwilling</u>	3.54 (1.19)	3.58 (1.03)	2.81 (1.06)
Organizational support			
	Career-Primary <u>Women</u>	Career-and-Family <u>Women</u>	<u>Men</u>
<u>Willing</u>	3.11 (.57)	2.95 (.71)	3.00 (.39)
<u>Unwilling</u>	3.03 (.85)	2.94 (.82)	3.37 (.37)
External support			
	Career-Primary <u>Women</u>	Career-and-Family <u>Women</u>	<u>Men</u>
<u>Willing</u>	2.83 (.72)	3.14 (.56)	3.58 (.39)
<u>Unwilling</u>	2.17 (.71)	3.38 (.75)	3.72 (.67)

coefficient alphas similar to those reported by Shouksmith, Pajo, and Jepson (1990).

In order to test the hypothesis that Career-and-Family Women are less satisfied than Career-Primary Women and Men, a multivariate analysis of variance (MANOVA) was performed examining differences between the three overall groups comparing their scores on 6 satisfaction scales. All of the satisfaction scales except External Support were included in the MANOVA (External Support was analyzed separately because only subjects living with their immediate families were instructed to respond to this scale). Overall, there was not a significant difference in the way the three groups responded to the satisfaction scales (not including External Support) [$F(12, 166) = 1.07, p > .05$]. An analysis of variance (ANOVA) was performed using those subjects from each of the three groups ($N = 38$) that responded to the External Support satisfaction scale. There was a significant difference in the way these three groups responded to this scale [$F(2,35) = 4.61, p < .05$]. After analyzing the mean differences between the groups using the Tukey test, it was found that Career-Primary Women who live with their immediate families ($N = 7$) were significantly less satisfied than Men who live with their immediate families ($N = 9$).

After looking at these groups more closely it appeared there was an

Table 2

Coefficient Alphas for Job Satisfaction Scales

<u>Scale</u>	<u># of Items</u>	<u>Coefficient Alphas</u>
Pay	6	.90
Opportunities	6	.70
Co-workers	7	.78
Manager	8	.78
Job	4	.81
Organizational Support	6	.59
External Support	6	.64

Note: All alphas, except External Support, based on n = 90. External Support based on n = 38.

interaction between the overall group and the subjects that were willing or not willing to make trade-offs in their personal lives to advance their careers. In order to explore this pattern, a MANOVA was performed examining the interaction between the three overall groups and the willing and unwilling groups, comparing their scores on the satisfaction scales. All of the satisfaction scales except External Support were included in the MANOVA. There was not an overall significant interaction between the way these groups responded to the six satisfaction scales (not including External Support) [$F(12, 160) = 1.23, p > .05$]. The main effect for the overall group was not significant [$F(12, 160) = .94, p > .05$]. The main effect for willing and unwilling was also not significant [$F(6, 79) = 1.41, p > .05$].

An ANOVA was performed using those subjects from each of the six groups ($N = 38$) that responded to the External Support satisfaction scale. There was not a significant interaction between the way these six groups responded to this scale [$F(2, 32) = 1.04, p > .05$]. The main effect for the overall group was significant [$F(2, 32) = 5.13, p < .05$], thereby replicating the previous finding. The main effect for willing and unwilling was not significant [$F(1, 32) = .14, p > .05$].

DISCUSSION

The results of this study indicate that the main research hypothesis was not

supported. Career-and-Family Women were not significantly less satisfied than Career-Primary Women and Men. However, the Career-Primary Women who lived with their immediate family ($N = 7$) were significantly less satisfied with the external support they receive than the Men who lived with their immediate family ($N = 9$). This result suggests that the Men in this study are more satisfied with the help they receive at home than are Career-Primary Women. It may be that these men live in a more traditional environment, where their wives are responsible for the majority of the domestic chores, and thus they do not have both the pressure to work and keep up a home.

Unfortunately, the small numbers in this study make it difficult to draw any concrete conclusions about the effects of high-involvement characteristics. The fact that this organization has a number of employee support programs may be counteracting any effects the high-involvement characteristics might be having on satisfaction levels. This organization expects a lot from their employees, but it is also willing to give a lot back to them in the way of child care referral systems, support groups, flexible working hours, and the freedom to manage their own time.

Informal interviews with employees of this organization confirm the idea that although the organization expects complete dedication and a lot of hard work from each employee, it is willing to go the extra mile in exchange. This was

most recently evidenced by the organization's efforts to find ways to cut expenses and offer early retirement and voluntary severance pay instead of laying people off. It could be this culture of support and caring serves to boost the satisfaction levels of the Career-and-Family Women, who might otherwise be unhappy.

Although there were no significant differences between the groups, a definite pattern emerged. On all five of the Multidimensional Job Satisfaction Scales the Unwilling Career-and-Family Women were the most satisfied, while on four of the five scales the Willing Career-and-Family Women were the least satisfied (Unwilling Men were the least satisfied on the Job Scale). This pattern points to the importance of the attitudinal measure of the willingness to make trade-offs. Demographic variables, such as the presence or absence of children, are not the only factors that should be taken into consideration when examining differences between groups.

These results indicate that while some women with children (Career-and-Family Women) are happy with different aspects of their job, others are unhappy. The determining factor seems to be their attitude toward making trade-offs in order to advance their careers. The Career-and-Family women who are willing to make these trade-offs are the least satisfied group while the Career-and-Family who are not willing to make trade-offs are the most satisfied

group. There are a few possible explanations for this pattern.

One explanation is that the differences may be due to a frustration factor. The Willing Career-and-Family Women want a serious career and are willing to do what it takes to advance themselves, but they also have a family to take into consideration. They want to succeed in the business world but may be held back by family responsibilities. This situation could lead to frustration and ultimately dissatisfaction.

The low levels of satisfaction in this group could also be due to a burnout factor. It could be that these women are not only willing to work the long hours, travel extensively, and entertain on the weekends, it could be that they are actually doing all of these things. If they are doing all they can to get ahead in their career, as well as trying to have an active role in family life, they could simply be worn out and dissatisfied in general.

A third explanation could be a glass-ceiling effect (Solomon, 1990). The glass-ceiling refers to a place in a woman's career that she cannot seem to move past. She can see the levels above her through the glass ceiling, but cannot break the ceiling to get to those levels. The women in this study could be making trade-offs and not getting rewarded for their efforts. They could have made a decision to not have an active role in the rearing of their children in order to get ahead in their career, but the promotions and salary increases

are not happening. That is, they are dissatisfied with their jobs because they have hit the glass-ceiling and are no longer moving up in their careers.

Informal interviews with employees of this organization suggest that all three of the above scenarios could be taking place. For example, some women are frustrated with being caught between their families and their jobs, while others are burned out from doing it all, and still others seem to think they are not being fairly rewarded for their efforts and thus have hit the glass-ceiling. Further data collection would need to take place in order to determine which situation the majority of these women are experiencing.

The Career-and-Family Women who are not willing to make trade-offs in their private lives in order to advance their careers are the most satisfied group. One interpretation of this pattern is that these women are happy with where they are and do not mind advancing in their careers at a slower rate in order to have more time with their families. They have made a clear choice and are satisfied with their decision. Since they have made this decision they do not feel frustrated with the attempt to balance work and family. This lack of frustration allows them to be happy and satisfied with work.

Unfortunately, the data collected for this study are not adequate to directly address these hypotheses. Further research is needed to determine why there is a difference in satisfaction levels between Willing and Unwilling Career-

and-Family Women. Once Willing Career-and-Family Women are identified, a questionnaire could be used to determine their levels of frustration and burn-out, and their perceptions of the existence of a glass ceiling. This would help to more specifically determine the reasons for their unhappiness.

This overall pattern suggests that an organization should work to identify women with families who are willing to make trade-offs. Not all Career-and-Family Women are experiencing this dissatisfaction and thus energy needs to be focused on those who are experiencing it. Once these women are identified they can be coached and helped along their pathway to success. Schwartz (1989) suggests that these women need to be recognized early and accepted. The organization should work to clear artificial barriers from their path to the top. Since women have few role models to motivate and inspire them, an organization with women in its top management positions has a significant advantage in the competition for executive talent.

In order to determine if the high-involvement characteristics are playing a role in the level of dissatisfaction among the Career-and-Family Women who are willing to make trade-offs, it would be necessary to compare this type of woman working in a high-commitment atmosphere to the same type of women working in an atmosphere that does not have any of the high-involvement characteristics. The pattern of results from this study indicates that this group

of women tend not to be as satisfied as other groups, but the results do not indicate what is influencing this dissatisfaction.

In closing, although the results of this study were unable to provide empirical support for the research hypothesis, they suggest that it may be possible to overcome low employee satisfaction levels by adopting proactive support programs (i.e., child care referral systems and flex-time). Furthermore, research needs to be done to explore both the interesting pattern that exists between Willing and Unwilling Career-and-Family Women and the effects of high-commitment characteristics on different groups of employees.

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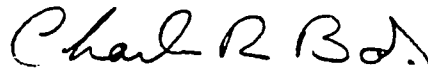
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To: Tanny Ledford, Psychology
350 Budd Avenue L-8
Campbell, CA 95008

From: Charles R. Bolz
Office of Graduate Studies and Research

Date: May 14, 1991



The Human Subjects Institutional Review Board has reviewed and approved your request for exemption from Human Subjects Review for the proposed study entitled:

"Satisfaction of Women in High-Commitment Organizations"

You may proceed with this study without further review by the Human Subjects Institutional Review Board.

I do caution you that Federal and State statutes and University policy require investigators conducting research under exempt categories to be knowledgeable of and comply with Federal and State regulations for the protection of human subjects in research. This includes providing necessary information to enable people to make an informed decision regarding participation in your study. Further, whenever people participate in your research as human subjects, they should be appropriately protected from risk. This includes the protection of the confidentiality of all data that may be collected from the subjects. If at any time a subject becomes injured or complains of injury, you must notify Dr. Serena Stanford immediately. Injury includes but is not limited to bodily harm, psychological trauma and release of potentially damaging personal information.

Please also be advised when people participate in your research as human subjects, each subject needs to be fully informed and aware that their participation in your research project is voluntary, and that he or she may withdraw from the project at any time. Further, a subject's participation, refusal to participate or withdrawal will not affect any services the subject is receiving or will receive at the institution in which the research is being conducted.

If you have any questions, please contact Dr. Stanford or me at (408) 924-2480.

CC: David A. Weckler, Ph.D.

PLEASE NOTE

Page(s) not included with original material
and unavailable from author or university.
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30-31, Appendix B

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Appendix C

The following statements concern your organization's willingness/ability to provide support for you:

- ____ I feel pressure to always do my best at work regardless of what I am experiencing in my personal life
- ____ Policies are developed with the idea that some employees need flexible working conditions
- ____ Work sponsored programs are in place that make my work life easier and happier
- ____ Work sponsored programs are in place that make my life outside of work easier and happier
- ____ The culture of the organization respects the fact that some people have significant outside commitments (e.g., family)
- ____ I do not feel guilty if I have to miss work for personal reasons other than my own sickness

The following statements concern the external support you receive. (Please respond to these statements only if you live with your immediate family).

- ____ My spouse realizes that my career is important
- ____ I have adequate, convenient day-care (if you have children)
- ____ I have someone (e. g., a maid) to help around the house
- ____ My family helps out with daily chores and meals
- ____ I am not pressured to do the majority of the housework
- ____ Overall, my family is supportive of my career

Appendix D

The following statements concern your personal perspective:

- ☐ I am willing to relocate if it will advance my career.
- ☐ I do not let work affect my personal life.
- ☐ I have no problem working long hours if it will increase my chance of getting promoted.
- ☐ I will make sacrifices in my personal life if that is what I need to do to get promoted.
- ☐ I am willing to travel extensively for the organization.
- ☐ I have no problems with coming in to work on an occasional weekend.
- ☐ I resent it when I am expected to work more than 40-45 hours a week.
- ☐ I am willing to give up personal time to entertain business associates/contacts.
- ☐ I wish to advance in my career.
- ☐ Advancing in my career is very important to me.

Appendix E

The following is a series of questions about yourself and your background. Please read each question and mark or write the appropriate response.

1. What is your gender? ☐ Male ☐ Female

2. What is your age?
☐ Under 25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ Over 55

3. What is your ethnic group? (optional)
☐ White ☐ Black ☐ Asian/Pacific Islander ☐ Hispanic
☐ American Indian/Alaska Native ☐ Other

4. Do you have any children? ☐ Yes ☐ No
 If yes, what are their ages? _____
 Do you have primary responsibility for their care? _____

5. What is your current marital status?
☐ Single ☐ Married ☐ Separated ☐ Divorced ☐ Widowed

6. What is your job title? _____

7. At what level is your job scoped? _____

8. How long have you been with the organization?
☐ Under 1 year ☐ 1-5 years ☐ 6-10 years ☐ Over 10 years

9. What is the highest level of education you have completed?

☐ High School Graduate ☐ Attended College ☐ College Graduate

☐ Post-graduate study ☐ Attended training or vocational school

10. On average, how many hours do you work a week?

☐ Under 40 ☐ 40 ☐ 41-45 ☐ 46-50 ☐ 51-55 ☐ Over 55

Appendix F

Please check the following organizational characteristics that you feel exist at this organization.

- ☐ TEAM BASED WORK (employees are organized into teams)
- ☐ CROSS-TRAINING (employees are trained to do a variety of tasks)
- ☐ JOB ROTATION (employees rotate from one job to another)
- ☐ FLAT STRUCTURE (relatively few layers of management)
- ☐ OPEN COMMUNICATION (communication throughout organization)
- ☐ DECENTRALIZATION OF INFORMATION (relevant information about
business is easily available)
- ☐ JOINT PROBLEM SOLVING BETWEEN INDIVIDUAL CONTRIBUTORS
AND MANAGEMENT
- ☐ TEAM INVOLVEMENT IN PROBLEM SOLVING
- ☐ EGALITARIAN CULTURE: FEW OR NO STATUS SYMBOLS
- ☐ STRONG BELIEF IN POTENTIAL FOR INDIVIDUAL GROWTH
- ☐ HIGHLY SELECTIVE RECRUITMENT
- ☐ HIGH JOB SECURITY (rare or no layoffs)
- ☐ GROUP PROFIT/GAINSHARING
- ☐ SKILL-BASED PAY (compensation based on accumulation of skills and/or
knowledge)
- ☐ HIGH LEVEL OF EMPLOYEE INVOLVEMENT (employees involved in
decision making at many levels)

Please check the following organizational characteristics that you feel exist in your department.

- ☐ TEAM BASED WORK (employees are organized into teams)
- ☐ CROSS-TRAINING (employees are trained to do a variety of tasks)
- ☐ JOB ROTATION (employees rotate from one job to another)
- ☐ FLAT STRUCTURE (relatively few layers of management)
- ☐ OPEN COMMUNICATION (communication throughout organization)
- ☐ DECENTRALIZATION OF INFORMATION (relevant information about
business is easily available)
- ☐ JOINT PROBLEM SOLVING BETWEEN INDIVIDUAL CONTRIBUTORS
AND MANAGEMENT
- ☐ TEAM INVOLVEMENT IN PROBLEM SOLVING
- ☐ EGALITARIAN CULTURE: FEW OR NO STATUS SYMBOLS
- ☐ STRONG BELIEF IN POTENTIAL FOR INDIVIDUAL GROWTH
- ☐ HIGHLY SELECTIVE RECRUITMENT
- ☐ HIGH JOB SECURITY (rare or no layoffs)
- ☐ GROUP PROFIT/GAINSHARING
- ☐ SKILL-BASED PAY (compensation based on accumulation of skills and/or
knowledge)
- ☐ HIGH LEVEL OF EMPLOYEE INVOLVEMENT (employees involved in
decision making at many levels)